

## Message Text

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PAGE 01 GENEVA 02181 221950Z  
ACTION IO-13

INFO OCT-01 EUR-12 ISO-00 OMB-01 TRSE-00 EB-08 L-03  
CIAE-00 INR-07 NSAE-00 ABF-01 IOE-00 SSO-00  
INRE-00 AF-08 ARA-06 EA-07 NEA-10 /077 W  
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O R 221835Z MAR 77  
FM USMISSION GENEVA  
TO SECSTATE WASHDC IMMEDIATE 6134  
INFO USMISSION IAEA VIENNA  
AMCONSUL MONTREAL  
AMEMBASSY PARIS  
AMEMBASSY ROME  
USMISSION USUN NEW YORK  
AMEMBASSY VIENNA

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MONTREAL FOR ICAO

PARIS FOR UNESCO

ROME FOR FODAG

VIENNA FOR UNIDO

E.O. 11652: N/A  
TAGS: AORG, AFIN, UN  
SUBJ: GENEVA GROUP XIV: NEXT STEPS

REF: (A) STATE 061987; (B) GENEVA 2000; (C) USUN 0796

SUMMARY. THE MISSION WELCOMES THE INTENTION OF THE  
DEPARTMENT TO IMPROVE USG COORDINATION AND POSITION ITSELF  
FOR PROGRAM ANALYSIS, WHICH WILL ENABLE US TO FOLLOW  
THROUGH ON THE INDICATIVE TARGET FIGURE EXERCISE. WE  
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PAGE 02 GENEVA 02181 221950Z

ANTICIPATE, IN VIEW OF THE DOCUMENTATION WHICH HAS BEEN  
PREPARED, THAT THE MARCH 29-30 CONSULTATIONS MAY CENTER  
ON THIS ASPECT OF THE PROBLEM. WE RECOMMEND THE US  
COME TO THE MEETING PREPARED TO LEAD, RATHER THAN FOLLOW,  
THIS DISCUSSION. END SUMMARY.

1. THE MISSION WELCOMES THE DEPARTMENT'S INTENTION,

CONVEYED IN REF A, TO ACHIEVE THE KIND AND DEGREE OF INTERNAL USG COORDINATION PREREQUISITE TO PERFORMING THE SORT OF PROGRAM ANALYSIS NATIONALLY WHICH IT IS BECOMING APPARENT WILL HAVE TO BEGIN TO BE PERFORMED IN GENEVA GROUP CAPITALS IN THE NEAR FUTURE IF WE ARE TO FOLLOW THROUGH SUCCESSFULLY IN THE "INDICATIVE TARGET FIGURE" APPROACH TO SPECIALIZED AGENCY BUDGETS. WE ARE PLEASED, TOO, THAT USUN IS IN ACCORD WITH OUR ANALYSIS (REF C). IN THE MISSION'S ANALYSIS OF THE DIRECTION IN WHICH THE PRESENT EXERCISE IS CARRYING US (REF B) WE DID NOT MEAN TO IMPLY THAT WE MUST "REVERSE OUR STAND." THE CENTRAL OBJECTIVE CONTINUES TO BE THE ESTABLISHMENT OF GLOBAL (MACRO) INDICATIVE TARGET FIGURES FOR FUTURE PROGRAM CYCLES, AND ALL AGREE THIS AIM SHOULD BE PURSUED VIGOROUSLY. THE EVOLUTION HAS BEEN IN THE GROWING APPRECIATION OF THE ROLE NATIONAL COORDINATION AND NATIONAL ANALYSES MUST PLAY IN REACHING THIS GOAL.

2. WHILE THE ANALYSIS IN REF B MAY BE SOMEWHAT AHEAD OF THE THINKING OF GENEVA GROUP MEMBERS GENERALLY, IT IS NOT AHEAD OF UK OR, IT WOULD APPEAR, FRENCH THINKING ON THE SUBJECT. THE UK AND FRANCE HAVE PREPARED THE DISCUSSION PAPERS FOR THE MEETING ON THE "NEXT STEPS" ITEM, AND THEIR PAPERS REFLECT THE VIEW THAT TO BE ABLE TO FOLLOW THROUGH ON THE INITIATIVE (A) THERE WILL NEED TO BE SUFFICIENT COORDINATION IN CAPITALS TO ASSURE THAT ALL NATIONAL REPRESENTATIVES SPEAK WITH ONE VOICE AT ALL LEVELS AND TIMES IN DEALINGS LIMITED OFFICIAL USE

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PAGE 03 GENEVA 02181 221950Z

WITH EACH ORGANIZATION, AND (B) THERE WILL NEED TO BE SUFFICIENT CLARITY IN CAPITALS ABOUT PROGRAM CONTENT, PRIORITIES AND COST/BENEFITS TO ARRIVE AT "CREDIBLE" INDICATIVE TARGET FIGURES AND TO BE PERSUASIVE IN WORKING WITH SECRETARIATS AS THE BUDGETS ARE BUILT.

3. IT APPEARS TO US THAT IT MAY NOT BE FEASIBLE TO DEFER CONSULTATIVE LEVEL DISCUSSION OF THIS ASPECT OF THE PROBLEM; AS REF A SUGGESTS THE DEPARTMENT WOULD PREFER. ON THE BASIS OF THE PAPERS TO BE BEFORE THE MARCH 29-30 MEETING, IT APPEARS MORE PROBABLE, INDEED, THAT DISCUSSION MAY CENTER NOW ON JUST THIS QUESTION, TAKING IT UP UNDER AGENDA ITEM 1(B).

4. THE LEAD-OFF PAPER BEFORE THE MEETING, THE CO-CHAIR-MEN'S REPORT ON ACTIONS TAKEN WITH RESPECT TO ILO AND WHO, CONCLUDES THAT THE PRESENT EXERCISE IS "AT THE CROSSROADS." THE DEPARTMENT WILL RECALL THAT THE UK WAS RESERVED ABOUT THE EXERCISE SO LONG AS IT RETAINED

THE RATHER SIMPLISTIC AND ALOOF CHARACTER GIVEN IT BY THE INITIAL FRENCH PROPOSAL. BEGINNING LAST FALL, HOWEVER, THE UK HAS MANAGED TO FOCUS ATTENTION ON THE NEED TO FOLLOW THROUGH WITH PROGRAM ANALYSIS, AND CIRCULATED A "NON-PAPER" NOVEMBER 4 EXPLAINING THIS (POUCHED DEPARTMENT, BUT BEING REPEATED GENEVA 2133 FOR THE DEPARTMENT'S CONVENIENCE). INTERESTINGLY, THE FRENCH APPEAR TO HAVE HAD NO DIFFICULTY IN EMBRACING ITS ESSENTIALS WHEN THEY ADDRESSED THEMSELVES IN THEIR PAPER TO THE QUESTION OF HOW CREDIBLE INDICATIVE TARGET FIGURES SHOULD BE FORMULATED. (THE TEXT OF THIS PAPER, CIRCULATED LATE, HAS BEEN CONVEYED IN GENEVA 2132.) DISCUSSION OF "THE FORMULATION OF CREDIBLE INDICATIVE TARGET FIGURES" ITEM 1(B)(II) WILL PROCEED FROM THE FRENCH PAPER. DISCUSSION OF THE PROBLEMS OF COORDINATION BETWEEN THE PROGRAM FORMULATION PROCESS AND THE BUDGETARY PROCESS (ITEM 1BII) WILL PROCEED FROM THE LIMITED OFFICIAL USE

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PAGE 04 GENEVA 02181 221950Z

UK PAPER.

5. IN SHORT, WE EXPECT THAT AN EFFORT WILL BE MADE IN THESE CONSULTATIONS TO STIMULATE MEMBERS TO IMPROVE THE INTERNAL COORDINATION OF THEIR PARTICIPATION IN INTERNATIONAL ORGANIZATIONS AND TO DEVELOP NATIONAL CAPABILITIES FOR THE ANALYSES OF THE PROGRAMS OF INTERNATIONAL ORGANIZATIONS. THE MISSION STRONGLY RECOMMENDS THAT THE US BE PREPARED TO ADDRESS THIS ASPECT OF THE INDICATIVE TARGET FIGURE EXERCISE AT THE MARCH 29-30 MEETING AND TO LEAD RATHER THAN FOLLOW THE DISCUSSION.SORENSEN

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## Message Attributes

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